

A guide to persuading star candidates to join your business

**TOP TIPS FOR OPTIMISING
YOUR EMPLOYER VALUE PROPOSITION**



CONTENTS



- **An Introduction**
- **Why is an Employer Value Proposition so important for success?**
- **Sell your purpose and social conscience**
- **Candidates want flexible working**
- **Employers can't afford to neglect their benefits packages**
- **Progression and development are paramount**
- **Many candidates are looking for affirmation and recognition**
- **Salary is still a major factor to talent attraction**
- **A top EVP must go together with a seamless hiring process**
- **Page Resourcing and our services**
- **What sets us apart**
- **Additional resources**



An introduction from

Olly Harris,

Global Managing Director at Page Resourcing



With talent shortages impacting so many sectors, the tables have turned in the hiring market. Where it was once the job of a candidate to sell themselves to an employer, employers must also now sell themselves to highly in-demand talent. This is also having a knock-on effect when it comes to retention, with organisations now also having to work harder than ever to keep their top talent with so many opportunities available around them.

So how can employers stay one step ahead, attract the best people, and keep their star players? We believe it all starts with your Employer Value Proposition. A robust, competitive EVP should show why top professionals should aspire to be a part of your success. But how do you develop a market-leading EVP? What attracts a top candidate and what puts them off?

We used insights from both our localised experience and our global network to get a sense of candidate attitudes about changing jobs at the moment. This helped us to understand what motivates them, and how you can use that information to attract them in turn. The results paint a picture of a fast-changing employment landscape, in which salaries and benefits have reclaimed the top spot as key motivating factors, but flexibility, which gained so much prominence during the pandemic, remains critically important, along with many other issues.

In this eBook, we share the key insights we discovered, and how they should inform your Employer Value Proposition.

As the talent landscape continues to evolve, so has our offering at Page Resourcing; we continue to move with the times and offer talent solutions to our clients which mirror their changing needs. Our teams of specialist consultants are active in locations across the globe, and are available via call, email, or video to assist you with all your recruitment needs. You can also get in touch and request a call back by clicking [here](#).

On behalf of Page Resourcing, I hope you enjoy the read.





Why is an Employer Value Proposition so important for success?

Why should a talented professional at the top of their field, who may have numerous companies vying for their attention, consider joining your organisation? What would you be able to offer to that candidate, which other employers cannot, or do not?

Whatever set of offerings your organisation makes to current employees and prospective hires, that is your **Employer Value Proposition**. As such, it is a critical part of your business strategy. The day your business falls behind the market standard is the day it will start to struggle to find top talent, and therefore to keep up with competitors.





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At Page Resourcing, we consistently see that those companies with well-developed, well-thought-out, and effectively communicated Employer Value Propositions significantly improve their ability to attract the best people, and as a result excel in their sectors.

Candidates pay close attention to the level and range of advantages offered by a company, comparing and contrasting the impact that different EVPs could have on their careers and lives. In a market like this one, with fierce competition for top talent, this is something that employers cannot afford to overlook.”

Alex Hall

Head of Page Resourcing, UK





1 Sell your purpose and social conscience

More than ever, candidates are widening their criteria when evaluating new job opportunities. They are now thinking about more than just the factors directly impacting their roles and remuneration, such as the social and environmental commitments of prospective employers.

This means that the content you share about your company should emphasise your company's purpose, mission and values. Candidates are looking for information about the workplace elements that are most important to them, and if your organisation can demonstrate its commitment to providing these elements to employees, you'll be in a good position to attract talented professionals.

We often ask our candidates how much the political values, Environmental, Social and Governance (ESG) strategies, and Diversity, Equity, and Inclusion (DE&I) of potential employers mattered to them. We've found that many active job seekers would be put off if the company:



Didn't have **political views that align with their own**



Did not **make its commitment to DE&I clear**



Did not **make its commitment to ESG clear**

If you are a hiring manager looking for top talent, failure to promote your efforts around topics like ESG and DE&I, as well as the broader values you espouse could have big consequences for your hiring success.

Of course, your business doesn't need to publicly comment on every political debate of the day, but many candidates will be encouraged when they see alignment on basic values. By the same token, being clear about the values your company espouses could reduce churn by informing candidates who would not suit the culture of the organisation and end up leaving as a result.

And it's not only active job seekers who are thinking about this topic. Some professionals we speak to who are not actively seeking a new job have said that it would be important for the company's values to match their own and that they could be persuaded to move by the opportunity to work for a company with a social purpose.

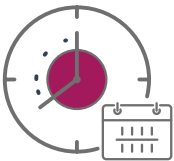
Your commitment to ESG, DE&I, and social purpose, as well as your engagement with the political landscape, could mean the difference between an acceptance and a decline, or between a candidate who is willing to engage and one who is unwilling.



2 Candidates want flexible working

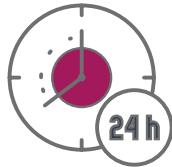
With workplaces having successfully adapted to hybrid or remote models, candidates want to retain the flexibility they have gained. It is clear that remote and hybrid working are here to stay. The office will likely remain a feature of most workplaces, being used as a location for collaboration and to strengthen social ties in organisations. But most employers now intend to allow their people to work from home for at least a couple of days per week.

Of course, beyond remote and hybrid working, there are many different forms of flexible working which have become increasingly prevalent in recent years, including:



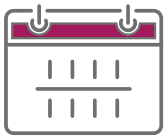
Compressed hours:

Condensing a regular working week into fewer days



Staggered hours:

Having a different start, finish, and break times from other workers



Part-time weeks:

Working less than standard weekly hours, generally less than 20-29 hours



Job sharing:

Two people doing one role and splitting the hours



Annualised hours:

Working a certain number of hours over the course of the year, but with flexibility as to when



Term time contracts:

Using contracts which run according to school terms, an option for parents



3 Employers can't afford to neglect their benefits packages

Employers of choice have traditionally provided highly competitive benefits to incentivise top talent to join and remain with them. However, benefits, like flexibility, have become more important and are critical given the candidate shortage. With flexible working increasingly taken as a given by top talent, employers should re-evaluate and enhance the benefits they are offering. However, when it comes to benefits, there is rarely a one-size-fits-all solution, and your employees will always be happier if they can tailor their benefits to their specific needs.

POPULAR BENEFITS INCLUDE:



Private health/life insurance
with family coverage



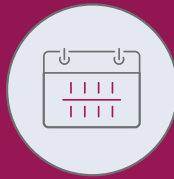
Childcare and
family benefits



Wellness
programmes



Company
device policies



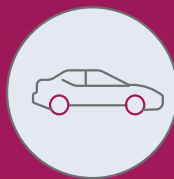
Flexible annual
leave



Free food
and drink



Home office
expenses



A company
car



Professional
subscriptions

We've seen that a large chunk of top job seekers want better benefits, and many that aren't looking for new opportunities could be tempted by this as well.

It's important to remember that offering strong benefits packages to your people, like offering comprehensive health insurance, is not just an expenditure – it is an investment. Happy and healthy workforces are more productive, learn faster, and stay longer. The benefits you offer your talent could have massive repercussions for your future business success.



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Wellbeing is no longer just about providing your employees with a basket of fruit and access to a gym. Businesses should be encouraging and supporting employees to reflect on wellbeing in everything they do - that includes physical, mental, financial, and social health.

By promoting healthier habits and continuous small changes to their lives, businesses can really help staff make informed, balanced, and positive lifestyle choices. Benefit programmes should be variable and designed to reach everyone; it's crucial for the information to be easily accessible for all.”

Erin Loh

Head of Page Resourcing, APAC



4 Progression and development are paramount

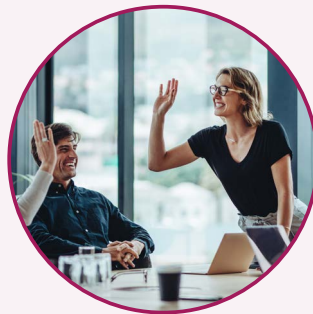
When hiring for top talent in a candidate-short market, it is essential to bear in mind that the professionals you are trying to attract could have multiple offers on the table from other employers. As a result, they will be more likely to closely evaluate each organisation's EVP.

Some of these factors will affect the individual as soon as they start their new job, like salary, benefits, and flexibility. Others, however, will be more long-term considerations like career progression and development, which may take months or years to come to fruition, but could ultimately have a bigger impact on their professional lives.

A strong EVP will therefore involve a clear and effective career development pathway for employees. This will:



Demonstrate that you are **willing to invest in your people's success**



Give them something **to aim for**



Keep them motivated and more likely to stick around

Some of the reasons given by candidates we speak with for looking for a new job are directly related to this. They include:



They want a **new opportunity**



They are seeking **a new challenge**



Their companies didn't offer them enough **training opportunities**



There weren't enough opportunities for **career progression**

Even among those who said they weren't looking for new roles, many said more seniority would be an important factor in future job searches.

Ultimately, if you are not offering your people the right career development and progression opportunities, then your talent strategy is significantly weaker than it could be. You might successfully attract high quality candidates by paying well and offering great flexibility and benefits, but in the longer term, you will struggle to retain top talent, hindering business performance.



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There are many ways to embed career development and progression in your EVP. Think about which upskilling opportunities will be most relevant for different parts of the business, including accreditations and certifications, and soft and hard skills courses.

Encourage managers to collaborate with their teams to create individual progression roadmaps, as this will increase motivation levels and provide clear and positive actions. And most importantly, make clear to both potential hires and current employees what the path to greater seniority or specialisation from their position looks like within your company.”

Chad Creamer
Head of Page Resourcing, North America

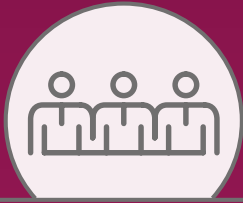


5 Many candidates are looking for affirmation and recognition

When creating an EVP, it can be easy to focus on elements like salary, benefits, and flexibility, whilst neglecting more subtle parts of your employees' day-to-day experience.

But many candidates who are looking to leave their current roles aren't just being pulled away by the prospect of better remuneration – they are also often being pushed away by a company culture which makes them feel unappreciated.

Some simple but effective ways to recognise good performance among your people include:



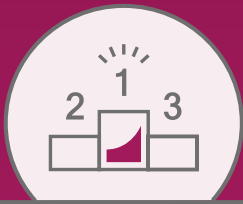
Shouting out **their accomplishments** in front of wider teams



Treating them **to a long lunch**



Posting about their achievements on any internal social platforms



Creating a **'hall of fame'** celebrating good work



Offering **fun projects** or **development opportunities**



Providing a salary boost at the end of a strong year

With many workers feeling underappreciated, there is a clear takeaway for employers: even taking small steps to ensure that your people feel recognised can have a big impact on turnover.

When it comes to candidate-attraction, we've also noticed the importance of demonstrating interest and buy-in to your prospective hires. Many candidates we speak to say they would be put off from applying to a role or seeing the process through if they didn't feel they had the right skills.

Sometimes candidates are right to feel that they would benefit from further upskilling before applying for a role. But at Page Resourcing, we regularly see candidates who are a great fit unnecessarily discouraged from pursuing roles. By communicating to prospective hires that you have the in-house capability to upskill them, you will access those less confident but often high-potential candidate.



Employers can't count on perfectly qualified and well-experienced candidates coming to them. It may be necessary to hire then upskill people with big potential and a great attitude. But alongside this, you should make clear to candidates that you can offer this development – this will work in your favour by widening your candidate pool, and also make you a more appealing to talent.”

Fabrícia Antunes
Managing Director LATAM,
Page Resourcing



6 Salary is still a major factor to talent attraction

Salary is still a top priority for the vast majority of professionals seeking a new role. It generally corresponds to expertise and seniority, and is an important practical concern for candidates, who may be establishing themselves on the property ladder, raising families, or saving for retirement.

As such, salary will tend to be one of the first things that a candidate will ask about. This makes it a critical string in the bow of any employer looking to create a strong EVP. Of course, employers have many other costs, overheads, and outgoings, which impact the amount they offer their workers. It's important for an employer to find a balance between paying enough to attract and retain top talent and maintaining employment cost.

In a candidate-driven market, employers cannot afford to be overly cautious when it comes to salary. By 2023, the cost of living and inflation will have increased pay across the board, making higher pay a true motivator for a professional to consider a new job opportunity.



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When it comes to attracting new talent to your company, salary is still and will continue to be a top priority.

Increased pay is a powerful motivator for professionals to consider a new job opportunity.”

Guillaume Pican
Executive Director Europe,
Page Resourcing



Our consultants are speaking to more and more top professionals in their fields who tell us that one of their aspirations is to work for a company with a real commitment to making a difference. If you can honestly say to prospective hires that you run an inclusive and diverse workplace and are taking a strong ESG stance, you will find it much easier to engage candidates and, in many cases, get the edge over your competition.”

Dale Hampshire
**Senior Business Development Director, UK
Page Resourcing**





A top EVP must go together with a seamless hiring process

If you have actioned all the steps in this guide, then you should have the foundations for a strong EVP in place. You will know exactly what salaries, benefits, and progression opportunities to provide in order to attract top talent. You will also know how to appeal to in-demand candidates and retain your stars in the context of a post-pandemic world, and how to sell your vision of your company. However, if you want to truly optimise your chances of attracting the best talent on the market, then you will need to pair your market-leading EVP with a smooth and seamless talent hiring and onboarding process.

With many companies still relying on outdated platforms for recruitment, which can be laborious, boring, and repetitive for candidates, companies with easier and simpler application processes will be at a big advantage. In fact, we often find that frustration and confusion are significant reasons that people do not look for new roles. Many top candidates are in this position – potentially interested in new opportunities, but too consumed by their current roles to even think about going through lengthy application processes. By making the application process easier, employers can unlock this segment of the candidate pool.

These days, we often find that a significant number of candidates prefer to find roles through recruitment companies. This is no surprise, considering that we often hear job seekers say that they find applying for jobs tedious. Factors like remuneration, flexibility, and job satisfaction will help you appeal to as many top professionals as possible – but it's critical to remember that a clunky or boring application process can quickly dissuade a candidate from proceeding in a process. Working with a trusted recruitment outsourcing partner who can implement a market-leading slick and efficient hiring process that makes the journey seamless and intuitive for interested candidates is the best solution. Here at Page Resourcing, we frequently draw inspiration from the consumer world and strive to apply the same frictionless journey that we frequently experience outside of work. Ordering a taxi or food has become so simple, and it is this logic and ease of operation that we seek to replicate in both the hiring manager and candidate journeys.

At Page Resourcing, we will work closely with you to understand the details of the roles you are hiring for, and what types of candidates you need. From that moment forward, we will devote our resources and experience to making the experience as quick and smooth as possible for both sides. This could involve everything from handling early-stage documentation checks through to communication with the candidate around the details of starting their new role.

Our top priority is always to ensure a satisfying and seamless hiring process not just for you but also for the candidate themselves.





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It's never been so important to have a slick and engaging application process in place. Companies are competing for each in-demand candidate, and employers can't afford to put unnecessary barriers between their hiring managers, and candidate CVs. At Page Resourcing, one of our major priorities is ensuring an excellent candidate experience, so that by the time they start with their new employer, they are engaged and ready to hit the ground running.”

Leticia Valente
Associate Director, LATAM
Page Resourcing





Page Resourcing and our services

WHO WE ARE

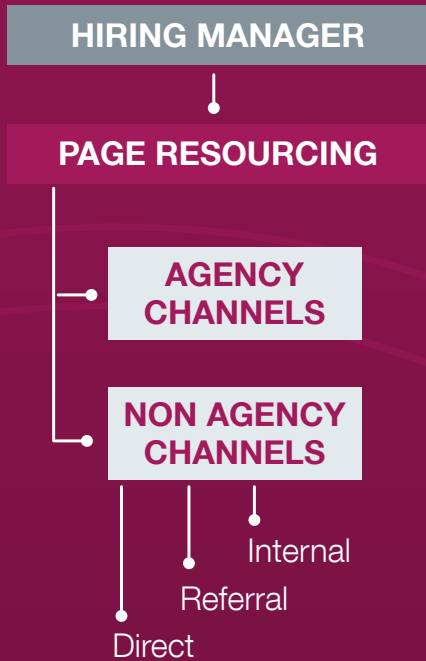
Page Resourcing is the 4th brand of PageGroup that has built a truly global presence throughout a smooth and seamless talent hiring and onboarding process.

OUR SOLUTIONS



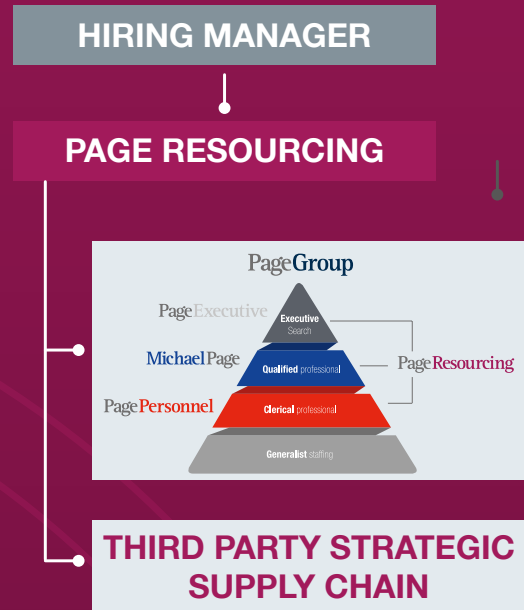
OUTSOURCING SOLUTIONS

RPO (perm hiring) | MSP (temp hiring)
Total Talent Acquisition



PROJECT ON DEMAND

RPO on demand | Staff Augmentation



OUTSOURCING CONSULTANCY

Statement of works | Outplacement | Employer Branding | Technology / Advisory / Implementation
Diversity & Inclusion Consultation | Legislative Updates



What sets us apart



Group Infrastructure

Global reach with the combined strength of PageGroup's databases and over 9k attraction experts to maximise the reach of our clients' brands.



Total Talent Acquisition

RPO, MSP, TTA, plus clients' own candidates from internal referrals and directly sourced.



Global with Regional Expertise

More than 9,000 people across 138 offices in EMEA, UK, APAC, LATAM, US & Canada



Tailored Client Solutions

Services tailored to client needs and on-demand.



DE&I Credentials

DE&I focus and specialist networks to recruit without bias.

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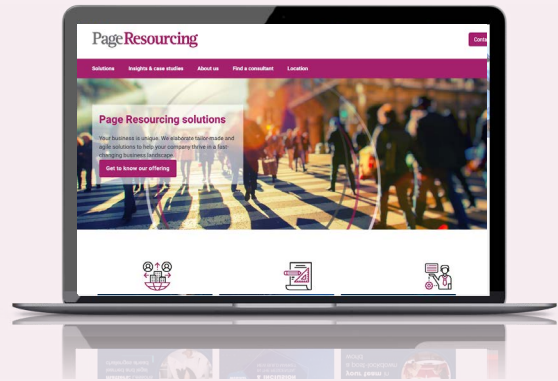
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Additional resources

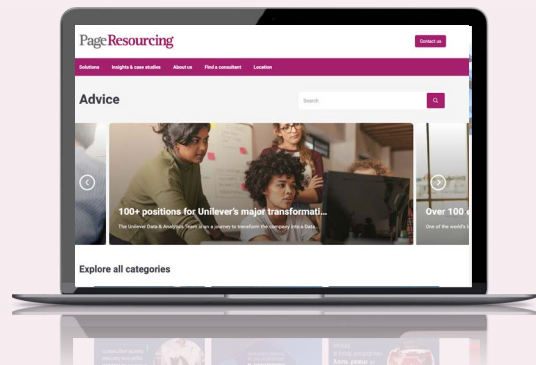
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